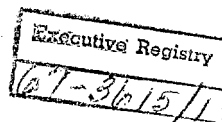


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28 JUL 1967

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT Action on the [REDACTED] Report

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1. In December you asked me to review the IG Survey on Foreign Intelligence Collection Requirements, sort out the recommendations and get implementing action commenced. After receiving detailed comments on the Survey and its recommendations, I convened a group of our senior people -- White, Bross, [REDACTED] FitzGerald, Proctor, Duckett and Bannerman. In order to tackle the complex of problems raised by the Report's 27 recommendations, we met about 12 times and went into some aspects of the requirements process in depth. We reviewed each recommendation. The purpose of this memorandum is to inform you of the results.

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2. The status of action on each individual recommendation is listed in Attachment 1. Major actions and developments are as follows:

a. The most salutary result of the [REDACTED] Report, in my judgment, has been the awakening of our senior people and middle-level managers to their responsibilities for Collection Requirements, instead of letting the process continue to be choked by paper and grind along through low-level handling. We should work to keep this awareness alive, and particularly to translate the new attitude into tangible results in holding down the paper flow and the growth of budgets and staffs. However, it goes without saying that any substantial progress on requirements requires the co-operation of the whole Community.

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b. Closely related to the "awareness" of our managers is the improvement of communications between collector and intelligence analyst within the Agency. I believe we have laid the groundwork for this.

c. A number of organizational changes have been made, including:

(1) Reconstituting the Collection Guidance Staff (CGS) into the Information Requirements Staff (IRS), with the latter relieved of some extra-curricular responsibilities CGS had and with DDI and DDS&T in agreement as to what IRS will do for both Directorates (Attachment 2).

(2) Establishment of an Information Requirements Advisory Group (IRAG) which, chaired by Ed Proctor, will involve the top echelons of the Agency's substantive offices (plus a representative of the DDP) in requirements in a direct way (Attachment 3). In terms of what can be done within the Agency to combat the "information explosion," the IRAG is in a position to set rigorous standards for what is truly essential. I regard the creation of IRAG as a significant step in the right direction and recommend that Proctor give us a short briefing on IRAG's achievements and problems about once a quarter.



3. Action has also been taken or is under way on a number of less significant recommendations. In addition, I have agreed to disregard several of the Report's recommendations as having been based on false premises or as unworkable.

4. I should also add my view that, even if the Report's major recommendations are effectively implemented, we are far from bringing the "information explosion" under control. Its principal manifestation involves [redacted]

[redacted] and the like -- and not high quality human reporting. The mounting escalation of the U.S. intelligence budget underscores the need for a concerted attack on collection activities with a forceful and candid attitude of, "What data can we do without?"

5. Please let me know what further action you would like.

[redacted]

[redacted] Rufus Taylor  
Vice Admiral, U.S. Navy  
Deputy Director

Attachments: 4

1. List of Recommendations and Actions or Comments
2. Agency Notice [redacted] 14 July 1967
3. Agency Notice [redacted] 14 July 1967
4. Memo from DDCI, dated 14 June 1967, subject: Revision of Priority National Intelligence Objectives (PNIOs)

Executive Registry

67-3615

28 July 1967

MEMORANDUM FOR: Deputy Director

SUBJECT: Action on the  Report


25X1

1. I have examined the booklet which you sent me, subject as above.

2. I find this descriptive of an excellent piece of work, and I am pleased with the results which you and the other senior officers have achieved. I recognize that "... we are far from bringing the 'information explosion' under control.", but I am persuaded that we are on the right track and headed in the right direction at an acceptable tempo.

3. On 1 January 1968, I would appreciate it if you would undertake a review of progress based on this report. This should be a detailed undertaking and a thorough examination of where we stand at that time. Also you may well come up with additional recommendations for action which will help us toward our ultimate objective.

4. Incidentally, I thoroughly agree with your statement that we must keep "awareness alive". This is a daily task for all of us, and, if you sense that anyone is backsliding, please blow the whistle promptly.

  
Richard Helms  
Director